United Nations A/50/6 (Sect. 9)

General Assembly
Fiftieth session

24 April 1995

Proposed programme budget for the biennium 1996-1997*

Part IV International cooperation for development

Section 9
Department for Development Support and Management Services

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* The present document contains section 9 of the proposed programme budget for the biennium 1996-1997. The complete proposed programme budget will subsequently be issued in final printed form as *Official Records of the General Assembly, Fiftieth Session, Supplement No. 6* (A/50/6/Rev.1).

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Section 9
Department for Development Support and Management Services

Overview

9.1 The functions and responsibilities of the Department for Development Support and Management Services are defined in the report of the Secretary-General on the 1992-1993 revised estimates covering the second phase of restructuring of the Secretariat (A/C.5/47/88) and General Assembly resolution 47/212 B of 6 May 1993.

9.2 The Department acts as an executing agency, as required, for programmes/projects and is the principal operational arm and focal point for technical cooperation in the United Nations Secretariat, providing assistance to developing countries and countries in transition in the broad field of integrated development and public management through the provision of multisectoral support and advice to Governments in the fields of public sector management and capacity-building, economic policy and management, social development, natural resources and energy planning and management, and private sector development. Its focus is on strengthening national economies by enhancing public management, public finance and institutional capacity, thereby establishing an enabling environment for the development process. The services of the Department include the technical management of projects, sponsorship of training programmes, workshops and seminars, operational research, and the provision of parliamentary services and documentation for intergovernmental bodies and expert groups. The Department also acts as the focal point for reporting to the Economic and Social Council and the Executive Board of UNDP on United Nations technical cooperation activities.

9.3 A large part of the technical cooperation projects implemented by the Department has been financed from the extrabudgetary resources provided by UNDP and UNFPA. By its decisions 90/26 of 22 June 1990 and 91/32 of 25 June 1995, the Governing Council of UNDP approved, as of 1992, a new system of agency support cost arrangements replacing the previous 13 per cent reimbursement rate with three major components:

(a) Reimbursement for technical support at the programme level, which includes sector analysis and identification of needs, direct advisory services to Governments and UNDP field offices, development of sector-specific integrated programmes and related studies, and country programme/sector reviews and project evaluation;

(b) Reimbursement for technical support at the project level, which includes project identification, project design and formulation, monitoring of project implementation and project evaluation;

(c) Reimbursement for administrative and operational support of services, which includes recruitment and administration of experts, procurement of equipment and services, administration of fellowships and training.

9.4 In recent years, there has been a marked decline in UNDP resources handled by agencies. For the Department for Development Support and Management Services, as one of the five major agencies using UNDP resources, this resulted in considerable loss of UNDP funding and consequently of support cost reimbursement.

9.5 The Department's responsibilities and related activities correspond, in whole or in part, to the following programmes of the medium-term plan: programme 12, Global development issues and policies (subprogrammes 6, 7 and 8); programme 19, Natural resources (subprogrammes 2, 3 and 4); programme 20, Energy (subprogrammes 4, 5 and 6); programme 21, Public administration and finance (in its entirety); the technical cooperation components of programme 25, Global social issues and policies; and programme 26, Social integration.

9.6 The General Assembly, in its resolution 49/136 of 19 December 1994, decided to resume its fiftieth session in 1996 in order to examine the question of public administration and development. The goal of the session will be to exchange experiences and review the activities of the United Nations in this field. The Department will be responsible for the preparation for and substantive servicing of this resumed session.

9.7 In 1996-1997 the Department will focus on the execution (technical support) of projects at interregional and country levels in the following areas: economic policy planning, financial management, human resource development, natural resources and energy planning and management, public administration and privatization. Given its unique multisectoral and multidisciplinary expertise, the Department will emphasize a multisectoral approach to technical cooperation and institution-building in these areas, wherever relevant. The Department's comparative advantage in these substantive fields will be diligently developed in close association with other departments and bodies in the United Nations system.

9.8 A Reconstruction and Development Support Unit will be established at Vienna with the following functions:

(a) To implement social welfare programmes in areas of conflicts, multisectoral pilot reconstruction projects and post-war economic recovery programmes; and assist in the preparation of operational plans to deal with demobilization, the situation of vulnerable groups, water and energy requirements, rehabilitation of the transport network, basic infrastructure and public services, reactivation of normal economic life, promotion of popular participation in rebuilding, self-help reconstruction and re-establishment of government institutions;

(b) To promote decentralization of governmental decision-making, local self-governance, improved municipal administration, restructuring of civil service, public sector reforms, indigenous entrepreneurship and national capacity-building;

(c) To provide advisory services to countries with economies in transition and assist with aid coordination, financial resources management, increasing tax revenues, improving accountability and auditing of public expenditures, establishing computerized information systems for macro-economic planning and financial management, national budget preparation, debt programmes, investment programme planning and monitoring;

(d) To cooperate with UNDP in the formulation of country programmes for Bosnia and Herzegovina, Croatia, Slovenia, Hungary, Slovakia and the Czech Republic;

(e) To recruit short-term consultants, organize workshops and study tours, procure equipment and arrange for delivery, and manage specific projects; at the same time, the fellowships and technical assistance recruitment function at Geneva will be discontinued.

9.9 The estimated percentage distribution of the total resources of the Department would be as follows:

		Regular budget	*Extra-budgetary*
		(percentage)	
A.	Policy-making organs	1.5	—
B.	Executive direction and management	5.5	—
C.	Programme of work	83.4	93.7
D.	Programme support	9.6	6.3
	Total	**100.0**	**100.0**

9.10 Within the programme of work, the estimated percentage distribution of resources among areas of activity in 1996-1997 would be as follows:

		Regular budget	*Extra-budgetary*
		(percentage)	
1.	Global development issues and policies	36.0	23.7
2.	Natural resources and energy	13.0	48.0
3.	Public administration and finance	51.0	28.3
	Total	**100.0**	**100.0**

Table 9.1 **Summary of requirements by programme**
(Thousands of United States dollars)

(1) *Regular budget*

Programme		*1992-1993 expenditures*	*1994-1995 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*1996-1997 estimates*
				Amount	*Percentage*			
A.	Policy-making organs	93.6	358.4	16.5	4.6	374.9	18.3	393.2
B.	Executive direction and management	1 090.0	1 355.4	—	—	1 355.4	62.7	1 418.1
C.	Programme of work	23 100.9	21 871.1	(1 438.7)	(6.5)	20 432.4	1 108.8	21 541.2
D.	Programme support	2 140.4	2 376.5	—	—	2 376.5	103.7	2 480.2
	Total	**26 424.9**	**25 961.4**	**(1 422.2)**	**(5.4)**	**24 539.2**	**1 239.5**	**25 832.7**

(2) *Extrabudgetary resources*

1992-1993 expenditures	1994-1995 estimates	Source of funds	1996-1997 estimates
		(a) Services in support of:	
676.8	989.7	(i) United Nations organizations	800.0
32 318.7	23 639.5	(ii) Extrabudgetary activities	22 192.0
—	—	(b) Substantive activities	—
		(c) Operational projects	
151 742.0	125 945.0	UNDP	105 000.0
26 200.0	16 000.0	UNFPA	40 000.0
56 206.0	38 055.0	Technical cooperation project trust funds	15 000.0
Total	**267 143.5**	**204 629.2**	**182 992.0**
Total (1) and (2)	**293 568.4**	**230 590.6**	**208 824.7**

Table 9.2 **Summary by object of expenditure**
(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	1992-1993 expenditures	1994-1995 appropriations	Resource growth		Total before recosting	Recosting	1996-1997 estimates
			Amount	Percentage			
Posts	25 674.2	23 579.1	(1 422.2)	(6.0)	22 156.9	1 178.0	23 334.9
Other staff costs	53.8	305.0	—	—	305.0	14.7	319.7
Consultants and experts	229.9	502.8	(52.0)	(10.3)	450.8	21.7	472.5
Travel	434.9	856.2	52.0	6.0	908.2	44.3	952.5
Contractual services	2.4	22.5	—	—	22.5	1.1	23.6
General operating expenses	1.7	531.6	—	—	531.6	25.7	557.3
Supplies and materials	—	32.7	—	—	32.7	1.5	34.2
Equipment	—	131.5	—	—	131.5	6.5	138.0
Other expenditures	28.0	—	—	—	—	—	—
Total	**26 424.9**	**25 961.4**	**(1 422.2)**	**(5.4)**	**24 539.2**	**1 293.5**	**25 832.7**

(2) *Extrabudgetary resources*

1992-1993 expenditures	1994-1995 estimates	Object of expenditure	1996-1997 estimates
19 665.6	15 869.2	Posts	14 103.2
9 957.2	5 285.0	Other staff costs	5 287.8
595.8	900.0	Consultants and experts	990.0
220.3	448.0	Travel	478.0
49.5	40.0	Contractual services	40.0
737.2	1 178.0	General operating expenses	1 184.0
175.7	52.0	Supplies and materials	52.0
39.6	10.0	Furniture	10.0
338.4	45.0	Equipment	45.0
—	—	Improvement to premises	—
405.8	625.0	Fellowships, grants and contributions	625.0
234 958.4	180 177.0	Other expenditures	160 177.0
Total	**267 143.5**	**204 629.2**	**182 992.0**
Total (1) and (2)	**293 568.4**	**230 590.6**	**208 824.7**

Table 9.3 **Post requirements**

Organizational unit: Department for Development Support and Management Services

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1994-1995	*1996-1997*	*1994-1995*	*1996-1997*	*1994-1995*	*1996-1997*	*1994-1995*	*1996-1997*
Professional category and above								
USG	1	1	—	—	—	—	1	1
D-2	2	2	—	—	3	1	5	3
D-1	7	7	—	—	20	14	27	21
P-5	14	14	—	—	22	16	36	30
P-4/3	32	33	—	—	28	29	60	62
P-2/1	4	4	—	—	—	1	4	5
Total	**60**	**61**	**—**	**—**	**73**	**61**	**133**	**122**
General Service category								
Principal level	6	6	—	—	8	8	14	14
Other levels	94	91	—	—	64	52	158	143
Total	**100**	**97**	**—**	**—**	**72**	**60**	**172**	**157**
Grand total	**160**	**158**	**—**	**—**	**145**	**121**	**305**	**279**

A. Policy-making organs

Table 9.4 **Summary of requirements by programme**
(Thousands of United States dollars)

Programme	*1992-1993 expenditures*	*1994-1995 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*1996-1997 estimates*
			Amount	*Percentage*			
1. Committee on Natural Resources	93.6	149.6	(18.3)	(12.2)	131.3	6.3	137.6
2. Expert Group on the United Nations Programme in Public Administration and Finance	—	73.1	34.8	47.6	107.9	5.4	113.3
3. Ad Hoc Group of Experts on International Cooperation in Tax Matters	—	135.7	—	—	135.7	6.6	142.3
Total	**93.6**	**358.4**	**16.5**	**4.6**	**374.9**	**18.3**	**393.2**

Table 9.5 **Summary by object of expenditure**
(Thousands of United States dollars)

Object of expenditure	*1992-1993 expenditures*	*1994-1995 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*1996-1997 estimates*
			Amount	*Percentage*			
Travel	93.6	358.4	16.5	4.6	374.9	18.3	393.2
Total	**93.6**	**358.4**	**16.5**	**4.6**	**374.9**	**18.3**	**393.2**

1. Committee on Natural Resources

9.11 The Committee on Natural Resources is a subsidiary organ of the Economic and Social Council and its terms of reference are defined in the annex to General Assembly resolution 46/235 of 13 April 1992. The Committee consists of 24 members, acting in their personal capacity, elected by the Economic and Social Council for a four-year term. The Committee meets biennially for two weeks. Its third session will be held in 1996.

2. Meeting of Experts on the United Nations Programme in Public Administration and Finance

9.12 By its resolution 1199 (XLII) of 24 May 1967, the Economic and Social Council decided that the United Nations programme in public administration should be reviewed from time to time by a meeting of experts and that the report of the meeting should be submitted to it for consideration. Twenty experts participating in the Meeting of Experts on the United Nations Programme in Public Administration and Finance are invited by the Secretary-General in their individual capacity. There is no mandated periodicity, although meetings are generally held biennially for 10 to 14 days. The twelfth Meeting of Experts, to be held in April 1995, will contribute, through the Economic and Social Council, to the work of the resumed session of the General Assembly on public administration and development to be held in 1996, by providing input on the experience gained in developing countries and countries in transition in capacity-building in public administration for development. The Thirteenth Meeting of Experts will take place in 1997.

3. Ad Hoc Group of Experts on International Cooperation in Tax Matters

9.13 The group was set up in accordance with Economic and Social Council resolution 1273 (XLIII) of 4 August 1967 as a group of experts to explore ways and means for facilitating the conclusion of tax treaties between developed and developing countries. The group consists of 25 tax experts (10 from developed and 15 from developing countries) nominated by their Governments but acting in their personal capacity. The group meets biennially for two weeks.

Resource requirements (at current rates)

Travel

9.14 A provision totalling $374,900, reflecting a growth of $16,500, mostly owing to increased requirements of the Meeting of Experts on the United Nations Programme in Public Administration and Finance, would be required for travel and subsistence as follows:

(a) For members of the Committee on Natural Resources to attend its third session in 1996 ($131,300);

(b) For experts to attend the thirteenth Meeting of Experts on the United Nations Programme in Public Administration and Finance in 1997 ($107,900);

(c) For experts to attend the meeting of the Ad Hoc Group of Experts on International Cooperation in Tax Matters in 1997 ($135,700).

B. Executive direction and management

Table 9.6 **Summary by object of expenditure**
(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1992-1993 expenditures*	*1994-1995 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*1996-1997 estimates*
			Amount	*Percentage*			
Posts	1 017.3	1 276.1	—	—	1 276.1	59.1	1 335.2
Other staff costs	2.4	—	—	—	—	—	—
Consultants and experts	1.9	—	—	—	—	—	—
Travel	66.7	79.3	—	—	79.3	3.6	82.9
General operating expenses	1.7	—	—	—	—	—	—
Total	**1 090.0**	**1 355.4**	**—**	**—**	**1 355.4**	**62.7**	**1 418.1**

(2) *Extrabudgetary resources*

1992-1993 expenditures	*1994-1995 estimates*	*Source of funds*	*1996-1997 estimates*
229.5	245.7	(a) Services in support of: Extrabudgetary activities	—
—	—	(b) Substantive activities	—
—	—	(c) Operational projects	—
229.5	**245.7**		**—**
1 319.5	**1 601.1**		**1 418.1**

Table 9.7 **Post requirements**

Organization unit: Office of the Under-Secretary-General

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1994-1995	*1996-1997*	*1994-1995*	*1996-1997*	*1994-1995*	*1996-1997*	*1994-1995*	*1996-1997*
Professional category and above								
USG	1	1	—	—	—	—	1	1
D-1	1	1	—	—	—	—	1	1
P-5	—	—	—	—	1	—	1	—
P-4/3	1	1	—	—	—	—	1	1
P-2/1	—	—	—	—	—	—	—	—
Total	**3**	**3**	**—**	**—**	**1**	**—**	**4**	**3**
General Service category								
Other levels	5	5	—	—	—	—	5	5
Total	**5**	**5**	**—**	**—**	**—**	**—**	**5**	**5**
Grand total	**8**	**8**	**—**	**—**	**1**	**—**	**9**	**8**

9.15 The Under-Secretary-General provides overall policy direction and management to the Department and coordinates its programme of work. The Under-Secretary-General is the Chairman of both the Management Board of the United Nations technical cooperation programme in natural resources and energy and the Users' Advisory Committee of the Office of Project Services, which was established by the Secretary-General. He is also a member of the Management Consultative Committee of the Office of Project Services.

Resource requirements (at current rates)

Travel

9.16 The estimated requirements of $79,300 relate to travel by the Under-Secretary-General and the staff of his office to attend meetings of intergovernmental organs, the Executive Board of UNDP, the Administrative Committee on Coordination, the World Bank, IMF and the regional commissions, with a view to coordinating action aimed at effective implementation of the decisions of the General Assembly, the Economic and Social Council and other relevant United Nations bodies.

C. Programme of work

Table 9.8 **Summary of requirements by programme**
(Thousands of United States dollars)

(1) *Regular budget*

Programme	1992-1993 expenditures	1994-1995 appropriations	Resource growth: Amount	Resource growth: Percentage	Total before recosting	Recosting	1996-1997 estimates
1. Global development issues and policies	5 981.7	6 319.0	998.1	15.7	7 317.1	440.5	7 757.6
2. Natural resources and energy	4 825.8	2 643.3	—	—	2 643.3	136.0	2 779.3
3. Public administration and finance	12 293.4	12 908.8	(2 436.8)	(18.8)	10 472.0	532.3	11 004.3
Total	**23 100.9**	**21 871.1**	**(1 438.7)**	**(6.5)**	**20 432.4**	**1 108.8**	**21 541.2**

(2) *Extrabudgetary resources*

1992-1993 expenditures	1994-1995 estimates	Source of funds	1996-1997 estimates
		(a) Services in support of:	
335.7	385.0	(i) United Nations organizations	—
21 239.3	12 247.7	(ii) Extrabudgetary activities	11 514.3
—	—	(b) Substantive activities	—
		(c) Operational projects	
151 742.0	125 945.0	UNDP	105 000.0
26 219.0	16 000.0	UNFPA	40 000.0
56 206.0	38 055.0	Technical cooperation project trust funds	15 000.0
Total	**255 742.0**	**192 632.7**	**171 514.3**
Total (1) and (2)	**278 842.9**	**214 503.8**	**193 055.5**

1. Global development issues and policies

Table 9.9 **Summary by object of expenditure**
(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	1992-1993 expenditures	1994-1995 appropriations	Resource growth: Amount	Resource growth: Percentage	Total before recosting	Recosting	1996-1997 estimates
Posts	5 885.6	6 030.9	1 014.6	16.8	7 045.5	427.1	7 472.6
Consultants and experts	14.2	160.9	(52.0)	(32.3)	108.9	5.4	114.3
Travel	51.5	127.2	35.5	27.9	162.7	8.0	170.7
Contractual services	2.4	—	—	—	—	—	—
Equipment	—	—	—	—	—	—	—
Other expenditures	28.0	—	—	—	—	—	—
Total	**5 981.7**	**6 319.0**	**998.1**	**15.7**	**7 317.1**	**440.5**	**7 757.6**

(2) *Extrabudgetary resources*

	1992-1993 expenditures	*1994-1995 estimates*	*Source of funds*	*1996-1997 estimates*
			(a) Services in support of:	
	—	—	(i) United Nations organizations	—
	4 641.9	2 694.4	(ii) Extrabudgetary activities	2 561.2
	—	—	(b) Substantive activities	—
			(c) Operational projects	
	48 459.0	35 285.0	UNDP	23 000.0
	14 908.0	16 000.0	UNFPA	25 000.0
	27 512.0	12 295.0	Technical cooperation project trust funds	—
Total	**95 520.9**	**66 274.4**		**50 561.2**
Total (1) and (2)	**101 502.6**	**72 593.4**		**58 318.8**

Table 9.10 **Post requirements**

Programme: Global development issues and policies

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1994-1995	*1996-1997*	*1994-1995*	*1996-1997*	*1994-1995*	*1996-1997*	*1994-1995*	*1996-1997*
Professional category and above								
D-2	1	1	—	—	2	—	3	1
D-1	2	2	—	—	8	2	10	4
P-5	4	5	—	—	8	3	12	8
P-4/3	10	11	—	—	6	1	16	12
Total	**17**	**19**	**—**	**—**	**24**	**6**	**41**	**25**
General Service category								
Principal level	—	1	—	—	1	2	1	3
Other levels	25	30	—	—	14	3	39	33
Total	**25**	**31**	**—**	**—**	**15**	**5**	**40**	**36**
Grand total	**42**	**50**	**—**	**—**	**39**	**11**	**81**	**61**

9.17 The activities to be carried out in the biennium 1996-1997 under the three subprogrammes of programme 12 of the medium-term plan for the period 1992-1997, as revised (A/47/6/Rev.1), will emphasize assistance to developing countries in improving their development planning systems and policies in support of national development through provision of advisory services to Governments upon their request and substantive and operational support to technical cooperation projects. The activities of the Department's Reconstruction and Development Support Unit at Vienna would be carried out under subprogramme 3 of the programme.

9.18 The estimated percentage distribution of resources among subprogrammes in 1996-1997 would be as follows:

	Regular budget	*Extra-budgetary*
	(percentage)	
Subprogramme 1		
Integrated development planning and policies	39.9	40.0
Subprogramme 2		
Planning and coordination of international cooperation (including country planning)	10.1	10.0
Subprogramme 3		
Design and implementation of emerging cross-sectoral programmes	50.0	50.0
Total	**100.0**	**100.0**

9.19 The subprogramme on planning and coordination of international cooperation has been designated high priority by the General Assembly.

Subprogramme 1
Integrated development planning and policies

9.20 Through technical cooperation activities many developing countries have raised significantly their technical and institutional capacity for development planning, and many are now able to apply effectively more specialized and advanced planning techniques. However, the critical economic difficulties they still face, many of them caused or influenced by factors external to their economy, create a need for continued international support in this field, emphasizing immediately applicable and useful assistance.

9.21 During the biennium, emphasis will be given to technical cooperation activities in the areas of public investment programming, management and monitoring. Support will be given in developing and strengthening information systems for planning and management. Assistance will be provided in the articulation of national development strategies, sectoral planning, long-term perspective planning, forecasting techniques and multinational and subnational (regional) planning. Assistance will be provided, as appropriate, through expertise, training and operation-oriented research aimed at developing innovative models and methodologies for enhancing the effectiveness and efficiency of development planning and socio-economic development management activities in developing countries. Special support will be given to the least developed countries, island developing countries and countries in other special categories where the needs are greatest. Consideration of modalities of technical cooperation among developing countries will be made whenever appropriate.

Activities

Operational activities

(a) *Advisory services.* Public investment programming, management and monitoring, including development of information systems for planning and management;

(b) *Field projects.* One hundred and ninety technical cooperation projects in eighty countries.

Subprogramme 2
Planning and coordination of international cooperation (including country programming)

9.22 External technical and financial cooperation is an important means for the developing countries of overcoming constraints to development. The need for coordination by the Government of aid from many sources requires close harmonization and careful planning of international technical and financial assistance. This is particularly crucial in the case of the least developed countries and other developing countries facing special handicaps where external assistance constitutes a greater proportion of available resources.

9.23 The technical cooperation provided at the request of Governments will aim at enhancing the capacity of developing countries to coordinate external technical and financial assistance within the framework of their overall economic and social development priorities, policies and plans. Assistance will be provided through expertise, training and operation-oriented research aimed at developing improved methodologies and techniques for enhancing the capacity of developing countries for aid coordination. Special support will be given to the least developed countries and the other developing countries facing special handicaps where external assistance is particularly important.

Activities

Operational activities

(a) *Advisory services*. Planning and coordination of external technical and financial assistance, strengthening national institutions and policies to enhance capacity-building relating to the overall planning and management of external assistance;

(b) *Field projects*. Twenty-five technical cooperation projects in twenty countries.

Subprogramme 3
Design and implementation of emerging cross-sectoral programmes

9.24 The objective of the subprogramme is to facilitate cross-sectoral, multidisciplinary approaches in the provision of technical cooperation. In this context, technical cooperation provided at the request of Governments will seek to ensure an integrated and effective approach to economic and social development within the framework of the overall economic and social development priorities, policies and plans of the developing countries and within the orientations of sustainable human development, as well as, where appropriate, within the context of the peace-to-development continuum. The technical cooperation will be provided, as appropriate and upon request, through expertise, training and the development of action-oriented research materials.

Activities

1. Published material

Non-recurrent publication. Participatory approaches to poverty alleviation in the context of community development.

2. Operational activities

(a) *Advisory services*. Management of cross-sectoral technical cooperation in order to promote a unified approach to sustainable development;

(b) *Group training*. Three interregional workshops on the formulation of national strategies; social management for conflict prevention; and rehabilitation in areas of conflict;

(c) *Field projects*. Thirty technical cooperation projects in twenty-five developing countries.

Resource requirements (at current rates)

Posts

9.25 The estimated requirements of $7,045,500 reflect a growth of $1,014,600 owing to the redeployment to this programme of seven posts (one P-5, one General Service (Principal level) and five General Service (Other level)) from the public administration programme to staff the Reconstruction and Development Unit at Vienna ($922,000). The remaining portion of the growth ($92,600) results from the proposal to establish one new P-3 post in order to strengthen further the Unit.

Consultants and experts

9.26 A provision of $108,900 would be required for consultants with the expertise needed to undertake operation-oriented research. Expertise is particularly needed in key areas of importance to the developing countries and countries in transition, including operationalizing the relief-to-development continuum, operationalizing the concepts of sustainable human development, monitoring and mitigating the social effects of adjustment processes and developing and applying computerized information systems for planning and management.

Travel

9.27 The estimated requirements of $162,700, reflecting an increase of $35,500, relate to travel of staff to undertake needs-assessment, advisory and other technical missions to developing countries and countries in transition, as well as to maintain liaison with specialized agencies and other intergovernmental bodies on issues relevant to the programme.

2. Natural resources and energy

Table 9.11 **Summary by object of expenditure**
(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1992-1993 expenditures*	*1994-1995 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*1996-1997 estimates*
			Amount	*Percentage*			
Posts	4 613.4	2 483.0	—	—	2 483.0	128.2	2 611.2
Other staff costs	2.0	—	—	—	—	—	—
Consultants and experts	90.3	108.0	—	—	108.0	5.2	113.2
Travel	120.1	52.3	—	—	52.3	2.6	54.9
Total	**4 825.8**	**2 643.3**	**—**	**—**	**2 643.3**	**136.0**	**2 779.3**

(2) *Extrabudgetary resources*

1992-1993 expenditures	*1994-1995 estimates*	*Source of funds*	*1996-1997 estimates*
		(a) Services in support of:	
9 267.1	5 210.6	Extrabudgetary activities	4 876.6
—	—	(b) Substantive activities	—
		(c) Operational projects	
66 893.0	63 035.0	UNDP	52 500.0
20 047.0	7 225.0	Technical cooperation project trust funds	15 000.0
96 207.1	**75 470.6**	**Total**	**72 376.6**
101 032.9	**78 113.9**	**Total (1) and (2)**	**75 155.9**

Table 9.12 **Post requirements**

Programme: Natural resources and energy

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1994-1995	*1996-1997*	*1994-1995*	*1996-1997*	*1994-1995*	*1996-1997*	*1994-1995*	*1996-1997*
Professional category and above								
D-1	1	1	—	—	7	7	8	8
P-5	1	1	—	—	3	6	4	7
P-4/3	3	3	—	—	2	8	5	11
P-2/1	1	1	—	—	—	—	1	1
Total	**6**	**6**	**—**	**—**	**12**	**21**	**18**	**27**
General Service category								
Principal level	1	1	—	—	1	3	2	4
Other levels	13	13	—	—	7	10	20	23
Total	**14**	**14**	**—**	**—**	**8**	**13**	**22**	**27**
Grand total	**20**	**20**	**—**	**—**	**20**	**34**	**40**	**54**

9.28 In the field of Natural Resources and Energy, the Department implements three subprogrammes within programme 19, Natural resources, and three within programme 20, Energy, of the medium-term plan for the period 1992-1997, as revised.

9.29 In the area of natural resources, the focus will be to support the efforts of developing countries in improving the planning and management of their natural resources and cartographic operations within the framework of Agenda 21. The activities include providing advisory services to Governments upon their request; providing substantive and operational support to technical cooperation activities; and producing technical reports, sectoral and cross-sectoral studies and publications for the use of developing countries and intergovernmental and expert bodies. The Committee on Natural Resources, the United Nations cartographic conferences and conferences on the standardization of geographical names and the United Nations Group of Experts on Geographical Names provide guidance to this programme. Increased attention is being directed towards the need for a more integrated, multisectoral approach to the development, planning, management and use of natural resources, as a central component of national economic development management and sustainable development. The safe and environmentally sound management of land resources calls for the application of enhanced technologies in cartography and related fields, particularly to support management of physical infrastructure. A major focus of activity under these subprogrammes will be the elaboration and implementation of joint programmes with the regional commissions and, as appropriate, with UNEP and UNCTAD.

9.30 In the area of energy, the main emphasis during the biennium 1996-1997 will be to assist developing countries and economies in transition in improving their capacity to plan and manage the exploration and development of their energy resources in an environmentally sustainable way and to promote the transfer of modern technologies required for the development and utilization of their indigenous resources.

9.31 The subprogrammes and estimated percentage distribution of resources among them in 1996-1997 would be as follows:

	Regular budget	*Extra-budgetary*
	(percentage)	
Subprogramme 1 Integrated water resource development and management	16.7	26.2
Subprogramme 2 Mineral resources	43.0	9.5
Subprogramme 3 Surveying, mapping and international cooperation in cartography	7.0	14.3
Subprogramme 4 Energy resources assessment and exploration	9.7	17.4
Subprogramme 5 Energy planning and management	12.5	16.7
Subprogramme 6 Development and transfer of technology, particularly environmentally sound technology, including on non-commercial and preferential terms, for exploiting critical energy resources	11.1	15.9
Total	**100.0**	**100.0**

9.32 Subprogrammes 1, 2, 4 and 6 have been designated high priority by the General Assembly.

Subprogramme 1
Integrated water resource development and management

9.33 During the biennium 1996-1997, emphasis will be given to enhancing the capacity of developing countries to formulate policies and plans and to strengthen institutions dealing with conservation and sustainable use of water resources, especially in water-short regions. Priority attention will be given to the integrated management, mobilization and use of water resources in a holistic manner, while stressing the importance of the involvement of local communities, in particular of women. The Commission on Sustainable Development had requested United Nations bodies to undertake a comprehensive assessment of freshwater resources, and the Committee on Natural Resources also included a review of the state of the world's freshwater resources in the agenda of its third session.

Activities

1. Parliamentary services

(a) *Parliamentary documentation*. Four reports to the third session of the Committee on Natural Resources;

(b) *Substantive services*. Servicing of the third session of the Committee on Natural Resources;

(c) Ad hoc expert group on strategic issues concerning transboundary water resources, including a code of conduct on shared water.

2. Published materials

Two recurrent publications. *Natural Resources Forum* (quarterly); *International Rivers and Lakes Newsletter* (semi-annual, in cooperation with ECLAC).

3. Operational activities

(a) *Advisory services*. Preparation of water sector assessments, plans and strategies for averting a water crisis, in the context of chapter 18 of Agenda 21; and implementation of integrated programmes and strategies for the sustainable development and use of water resources;

(b) *Field projects*. Forty-five technical cooperation projects in thirty developing countries in the field of water resources; implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa through preparation of action plans on integrated management of land and water in arid and semi-arid areas.

4. Coordination, harmonization and liaison

Elaboration and implementation of joint programmes with the regional commissions, in association with UNEP, as appropriate.

Subprogramme 2
Mineral resources

9.34 Within the context of an integrated approach to the planning and management of mineral resources and the sustainable supply of mineral resources, special efforts will be pursued to enhance the investment attractiveness of developing countries and economies in transition in the mineral sector and to promote environmental management of mineral resources and resource assessment programmes, in the framework of the implementation of Agenda 21. Attention will be placed on devising innovative approaches to upgrade small-scale mining to create employment and alleviate poverty.

Activities

1. Parliamentary services

(a) *Parliamentary documentation*. Six reports to the third session of the Committee on Natural Resources in cooperation with the regional commissions and UNCTAD;

(b) Ad hoc expert group meeting on transfer of environmental technology in the mining sector in relation to acid mine drainage and land rehabilitation.

2. Published materials

(a) *One recurrent publication*. Biannual newsletter on technical activities in planning and management of natural resources;

(b) *Two non-recurrent publications*. Long-term effects of more efficient use of mineral products, their recycling and their replacement by high-technology substitutes; and socio-economic implications of privatization of state-owned mineral assets, with particular reference to future mineral investment.

3. Operational activities

(a) *Advisory services*. Mineral resource needs assessment reviews in support of country strategy notes and programme approach formulation;

(b) *Field projects*. Twenty technical cooperation projects in eighteen countries.

4. Coordination, harmonization and liaison

Joint programming activities with regional commissions in association with UNCTAD.

Subprogramme 3
Surveying, mapping and international cooperation in cartography

9.35 Emphasis will continue to be placed on the substantive servicing of United Nations cartographic conferences and conferences on the standardization of geographical names. National Governments will be provided with information on the latest applications of new cartographic techniques to assist, *inter alia*, in capacity-building. Special attention will be given to promoting cartography as a tool for collecting and analysing information for the planning and management of land resources in the light of Agenda 21. Assistance will be provided to Governments through meetings of expert groups, group training and preparation of background documents.

Activities

1. Parliamentary services

(a) *Parliamentary documentation*. Three reports to the Economic and Social Council: reports on the Seventh United Nations Conference on the Standardization of Geographical Names; the Sixth United Nations Regional Cartographic Conference for the Americas; and the Fourteenth United Nations Regional Cartographic Conference for Asia and the Pacific;

(b) Ad hoc expert group meeting on legislation of surveying and mapping for land management, access to land resources and land ownership (Agenda 21, chap. 10).

2. Published materials

(a) *Two recurrent publications*. *World Cartography Bulletin* and *Newsletter of the United Nations Group of Experts on Geographical Names* (semi-annual);

(b) Technical material and technical papers of the Seventh United Nations Conference on the Standardization of Geographical Names; the Sixth United Nations Regional Cartographic Conference for the Americas; and the Fourteenth United Nations Regional Cartographic Conference for Asia and the Pacific.

3. Operational activities

(a) *Group training*. Two seminars and workshops to implement resolutions of the United Nations conferences on cartography and geographical names;

(b) *Field projects*. Ten technical assistance projects in five countries.

4. Coordination, harmonization and liaison

Joint programming activities with the regional commissions.

Subprogramme 4
Energy resources assessment and exploration

9.36 During the biennium 1996-1997, efforts will be made to expand the energy supply base of the developing countries through continued support for the exploration and exploitation of indigenous energy resources, including fossil fuels, hydropower, natural gas, coal and geothermal energy; to improve the efficiency of energy use and promote more intensive energy conservation measures, including evaluation of national energy conservation programmes; and to prepare studies on new technological developments, techniques and strategies for identifying, locating and evaluating conventional, as well as new and renewable, sources of energy.

Activities

1. Parliamentary services

Parliamentary documentation. Report prepared jointly with the Department for Policy Coordination and Sustainable Development to the Committee on New and Renewable Sources of Energy and Energy for Development on renewable sources of energy: progress, policies and coordination.

2. Published materials

(a) *One recurrent publication*. Newsletter on the technical cooperation activities of the United Nations in the area of energy (annual);

(b) *One non-recurrent publication*. Technical, socio-economic and environmental aspects of renewable energy development in rural areas;

(c) *Technical material*. Development of national energy profiles on a country-by-country basis.

3. Operational activities

(a) *Advisory services*. Energy resource assessments;

(b) *Group training*. Seminars, workshops and fellowships on geothermal energy, solar and wind energy, and coal-bed methane;

(c) *Field projects*. Twenty technical cooperation projects in twenty countries.

4. Coordination, harmonization and liaison

Coordination with the Department for Policy Coordination and Sustainable Development and, in the context of joint programming, with the regional commissions.

Subprogramme 5
Energy planning and management

9.37 Emphasis will be given to the enhancement of the capacity of developing countries to formulate environmentally sound energy policies and plans, including those related to energy efficiency and carbon avoidance, and the allocation of scarce investment resources to energy development; the incorporation within rural energy supply planning of socio-economic considerations, including the role of women; joint programme planning with the regional commissions in the field of energy; the promotion of software applications for energy planning developed by the Department; the assessment of institutional, training and information requirements; and the provision of advisory services to developing countries and economies in transition for institutional strengthening and capacity-building with respect to energy planning, training of national personnel, reorganization of energy sector organizations, and the methodological and informational infrastructure for energy planning.

Activities

1. Parliamentary services

(a) *Parliamentary documentation*. Two reports (jointly with the Department for Policy Coordination and Sustainable Development) to the second session of the Committee on New and Renewable Sources of Energy and Energy for Development in 1996 on the efficient use of energy and materials: progress, policies and coordination and on energy and the protection of the atmosphere;

(b) Ad hoc expert group meeting on electricity interconnection for regional power sharing.

2. Published material

One non-recurrent publication. Environmental risk assessment of energy development projects.

3. Operational activities

(a) *Advisory services*. Energy sector reviews at the national level in support of country programming;

(b) *Group training*. Seminars, workshops and fellowships on formulation of environmentally sound energy policies and plans;

(c) *Field projects*. Twenty technical cooperation projects in twenty countries.

4. Coordination, harmonization and liaison

Coordination with the Department for Policy Coordination and Sustainable Development and with the regional commissions regarding joint programming exercises on energy activities.

Subprogramme 6
Development and transfer of technology, particularly environmentally sound technology, including on non-commercial and preferential terms, for exploiting critical energy resources

9.38 The emphasis of subprogramme 6 will be to increase the availability and operational use of the technologies required by developing countries to develop, harness and exploit their indigenous energy resources in order to meet their energy requirements in an economically and environmentally sustainable manner; to promote the transfer and use of energy efficient technologies in all aspects of energy utilization and development in developing countries and economies in transition; to transfer directly, through technical cooperation, mature technologies that are readily available for exploiting identified conventional and new and renewable energy resources; to provide assistance to countries in the rehabilitation of power and fuel supply infrastructure in the aftermath of civil strife or natural disasters; and to provide information to Governments on the range of technological options that are available to exploit selected energy sources.

Activities

1. Parliamentary services

(a) *Parliamentary documentation*. Report prepared jointly with the Department for Policy Coordination and Sustainable Development to the Committee on New and Renewable Sources of Energy and Energy for Development on innovative mechanisms for the financing of energy for sustainable development;

(b) Ad hoc expert group meeting on innovative financial mechanisms for electric power development.

2. Published material

One non-recurrent publication. Energy sector projects: ensuring environmental compliance through the use of economic instruments and market mechanisms.

3. Operational activities

(a) *Advisory services*. Energy efficiency in the power sector and in the various end-use sectors; and assistance to countries in the rehabilitation of power and fuel-supply infrastructure in the aftermath of civil strife or natural disasters;

(b) *Group training*. Seminars, workshops and fellowships on promoting the transfer and use of energy efficient technologies;

(c) *Field projects*. Twenty technical cooperation projects in twenty countries.

4. Coordination, harmonization and liaison

Coordination with the Department for Policy Coordination and Sustainable Development, UNCTAD and regional commissions.

Resource requirements (at current rates)

Consultants and experts

9.39 The estimated requirements of $108,000 relate to: (a) consultants with the required expertise to assist in the preparation of reports for the third session of the Committee on Natural Resources and the cartographic conferences, and a number of specialized publications ($56,000); (b) two ad hoc expert group meetings on transfer of environmental technology in the mining sector and innovative mechanisms for financing electric power development ($52,000).

Travel

9.40 The estimated requirements of $52,300 relate to travel of staff for collection of data and country needs assessments in connection with the work programme, as well as for maintaining liaison with specialized agencies and other intergovernmental organizations on issues under the programme of work.

3. Public Administration and Finance

Table 9.13 **Summary by object of expenditure**
(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1992-1993 expenditures*	*1994-1995 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*1996-1997 estimates*
			Amount	*Percentage*			
Posts	12 017.5	12 442.6	(2 436.8)	(19.5)	10 005.8	509.8	11 515.6
Other staff costs	49.4	—	—	—	—	—	—
Consultants and experts	123.5	233.9	—	—	233.9	11.1	245.0
Travel	103.0	232.3	—	—	232.3	11.4	243.7
Total	**12 293.4**	**12 908.8**	**(2 436.8)**	**(18.8)**	**10 472.0**	**532.3**	**11 004.3**

(2) *Extrabudgetary resources*

1992-1993 expenditures	*1994-1995 estimates*	*Source of funds*	*1996-1997 estimates*
		(a) Services in support of:	
335.7	385.0	(i) United Nations organizations	—
7 330.3	4 343.7	(ii) Extrabudgetary activities	4 076.5
—	—	(b) Substantive activities	—
		(c) Operational projects	
36 390.0	27 625.0	UNDP	29 500.0
11 292.0	—	UNFPA	15 000.0
8 647.0	18 535.0	Technical cooperation project trust funds	—
63 995.0	**50 888.7**		**48 576.5**
76 288.4	**63 797.5**		**59 580.8**

Table 9.14 **Post requirements**

Programme: Public administration and finance

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1994-1995	*1996-1997*	*1994-1995*	*1996-1997*	*1994-1995*	*1996-1997*	*1994-1995*	*1996-1997*
Professional category and above								
D-2	1	1	—	—	—	—	1	1
D-1	3	3	—	—	3	2	6	5
P-5	8	7	—	—	7	4	15	11
P-4/3	17	17	—	—	6	5	23	22
P-2/1	3	3	—	—	—	—	3	3
Total	**32**	**31**	**—**	**—**	**16**	**11**	**48**	**42**
General Service category								
Principal level	4	3	—	—	1	—	5	3
Other levels	43	35	—	—	11	7	54	42
Total	**47**	**38**	**—**	**—**	**12**	**7**	**59**	**45**
Grand total	**79**	**69**	**—**	**—**	**28**	**18**	**107**	**87**

9.41 The international community has recognized the important role that Governments and public administrations can play in the pursuit of sustained economic growth and sustainable development in all countries. This role includes the development of basic infrastructural facilities, the promotion of social development, the fight against social economic disparity and poverty and the establishment of enabling conditions for the private sector and for the protection of the environment. Strengthening of the public management capacity of developing countries is an essential element of their development strategies.

9.42 Governments and public administrations can play their crucial role in the development process if they are staffed with competent and efficient personnel, are responsive to the needs of the people and provide quality services to their citizens. Programmes aimed at the development of human resources in the public sector and at the introduction of technological innovations in the administration, should receive major support from the international community.

9.43 The General Assembly emphasized in its resolution 49/136 of 19 December 1994 the importance of international cooperation in supporting the national efforts of developing countries in capacity-building in public administration for development. The General Assembly also acknowledged the importance of the activities under the United Nations programme in public administration and finance aimed at assisting countries with economies in transition.

9.44 In acknowledging the importance of exchanging views and experiences on the role of public administration in development and to enhance international cooperation in this field, the General Assembly decided to resume in 1996 its fiftieth session in order to examine the question of public administration and development.

9.45 During the biennium 1996-1997, the emphasis of this programme will be placed on the preparation of the resumed session of the General Assembly and on the follow-up activities to that session.

9.46 The estimated percentage distribution of resources among subprogrammes in 1996-1997 would be as follows:

	Regular budget	Extra-budgetary
	(percentage)	
Subprogramme 1 Monitoring trends and developments in public sector management	25.8	18.2
Subprogramme 2 Effective structural and organizational arrangements and methods for public management and productivity	12.9	9.1
Subprogramme 3 Training and development of human resources for public management	16.1	45.4
Subprogramme 4 Effective budgetary systems and resource mobilization for development	13.7	9.1
Subprogramme 5 Improving public sector management	15.4	9.1
Subprogramme 6 Mobilization of financial resources, taxation and entrepreneurship	16.1	9.1
Total	**100.0**	**100.0**

9.47 Subprogrammes 1 and 3 have been designated high priority by the General Assembly.

Subprogramme 1
Monitoring Trends and Developments in Public Sector Management

9.48 Efficient and effective public sector management institutions are essential to promote and support economies and sustainable human development. Studies will be prepared identifying strengths and weaknesses in key areas of public administration. The areas covered will include policy management processes, structural and organizational issues, resource mobilization and management as well as human resource management. The studies will also cover accountability issues in public administration, including approaches for integrated policy and management mechanisms for service delivery at cross-sectoral levels. Preparation for and servicing of the resumed fiftieth session of the General Assembly on public administration and development will be also the responsibility of this subprogramme.

Activities

1. Parliamentary services

(a) *Parliamentary documentation*. Consolidated report to the resumed fiftieth session of the General Assembly on public administration and development, including contributions of the United Nations system and interested governmental and non-governmental organizations; and report to the Economic and Social Council on the thirteenth Meeting of Experts on the United Nations programme in public administration and finance;

(b) Substantive servicing of the resumed fiftieth session of the General Assembly.

2. Published materials

(a) *Three recurrent publications. Development Administration Newsletter* (four issues); *List of Publications in Public Administration and Finance* (two issues); Public administration profiles of developing countries (five issues);

(b) *Non-recurrent publication. Improving Accountability, Responsiveness and Legal Frameworks in Public Administration.*

3. Operational activities

(a) *Advisory services*. Public administration and governance; sectoral reviews and sectoral or thematic evaluation; and internal and external organizational consultancy;

(b) *Field projects*. Ten technical cooperation projects in five countries.

Subprogramme 2
Effective structural and organizational arrangements and methods for public management and productivity

9.49 Public administration plays an important role in addressing new responsibilities arising from the pursuit of sustainable economic and social development. This entails the need for modernized institutional mechanisms and processes to enable Governments to respond effectively to the complex and changing needs of societies, including demands for viable economic growth, efficient integration of social and economic policies and greater responsiveness and participatory processes. The programme of work will concentrate on developing guidelines based on the empirical experience of reform strategies and approaches and their impact on improving public administration for development. It will highlight administrative/civil service reform and regulatory frameworks. It will review conditions for promoting decentralized systems, local self-government and citizen participation.

Activities

1. Published materials

Three non-recurrent publications. Methodological Aspects of Administrative/Civil Service Reforms and Modernization; Use of Modern Management Technologies for Improved Organization and Management; and Municipal and Metropolitan Management Reforms for Sustainable Urban Development.

2. Operational activities

(a) *Advisory services*. Legal and regulatory frameworks, administrative reform and modernization and related topics; and public/private relations, central/local relations, including decentralization, and environmental administration;

(b) *Field projects*. Twenty technical cooperation projects in 10 countries.

Subprogramme 3
Training and development of human resources for public management

9.50 The revitalization of civil service/management training institutions is essential to support effective management of economic reforms and service delivery systems. Work in this subprogramme is aimed at reviewing the training approaches, institutions and programmes used in modernizing civil service management, enhancing its quality, assuring effectiveness and access by different groups in society and ensuring gender equity. The subprogramme will also seek to facilitate the transfer of skills through the provision of advisory services and support to training activities in certain critical areas of management of development assistance. Through needs assessment missions, specific requirements will be determined and strategies adopted for upgrading institutional and organizational arrangements in order to improve service delivery on the part of the developing countries. The organization of interregional seminars and workshops will also be undertaken to equip local officials with the operational tools required for enhanced capacity in the management of technical cooperation programmes. The subprogramme is also expected to cooperate with the International Training Centre of ILO in the preparation of training modules and the implementation of workshops.

Activities

1. Published materials

Non-recurrent publications. Civil service training and management development.

2. Operational activities

(a) *Advisory services*. Civil service training and management; training planning, assessment of needs and curricula development and evaluation; and gender issues in civil service systems;

(b) *Group training*. Four seminars/workshops on development of human resources for public management;

(c) *Field projects*. Fifteen technical cooperation projects in 10 countries.

Subprogramme 4
Effective budgetary systems and resource mobilization for development

9.51 The subprogramme will seek to enhance the capacity of the developing countries and countries in transition to strengthen their budget systems and to intensify mobilization of internal resources. It will promote reform in harmonization between plan and budget, integrating recurrent and development budgets, as well as improvement of processes and instruments of budgetary control and other aspects of tax administration for more effective financial resources mobilization. It will concentrate on promoting national fiscal and tax administration reforms through training, advisory services, technical cooperation and the preparation of studies relevant to the needs of the developing countries.

Activities

1. Parliamentary services

Ad hoc expert groups. One expert group meeting on budgeting in developing countries.

2. Published material

One non-recurrent publication. Budgeting in developing countries.

3. Operational activities

(a) *Advisory services*. Budgeting and budgetary systems; and mobilization of internal resources;

(b) *Group training*. Two workshops on resources mobilization;

(c) *Field projects*. Ten technical cooperation projects in 10 countries.

Subprogramme 5
Improving public sector financial management

9.52 During the biennium, the subprogramme will seek to strengthen the financial management capacities of Governments. Particular emphasis will be placed on improving government accounting/auditing systems and government financial controls for improved management of financial resources and greater accountability.

Activities

1. Parliamentary services

Ad hoc expert groups. Expert group meeting on integrated financial management systems in developing countries and countries in transition.

2. Published materials

Three non-recurrent publications. Improved financial controls in Government; strengthening public accountability in transitional economies; and integrated financial management systems in developing countries and countries in transition.

3. Operational activities

(a) *Advisory services*. Accounting, computerized accounting systems, public accountability, government financial management and establishment and strengthening of audit institutions;

(b) *Field projects*. Twenty technical cooperation projects in 10 countries.

Subprogramme 6
Mobilization of financial resources, taxation and entrepreneurship

9.53 During the biennium, the subprogramme will devote particular attention to the issues related to domestic and foreign resource mobilization, taxation and regulatory matters, and fiscal and financial policies in support of developing countries and countries in transition, including measures to reform tax systems and improve tax administration. The subprogramme will also explore ways and means to facilitate the conclusion of tax treaties between developed and developing countries and countries with economies in transition. Issues of capacity-building of financial institution, training and other support services will also be addressed by the subprogramme. Moreover, the subprogramme will promote indigenous entrepreneurship through training, advisory services and technical cooperation activities.

Activities

1. Parliamentary services

Parliamentary documentation. One report to the Economic and Social Council on the seventh meeting of the Ad Hoc Group of Experts on International Cooperation in Tax Matters.

2. Published materials

(a) *One recurrent publication. Supplement to International Tax Agreements*;

(b) *Four non-recurrent publications*. United Nations Model and Double Taxation Convention (update); *Manual for the Negotiation of Bilateral Tax Treaties*; *Impact of Privatization in Developing and Transitional Economies: Lessons of Experience*; *Role of EDP and Telecommunication Technologies in the Development of the Private Sector: Case Studies*.

3. Operational activities

(a) *Advisory services*. Domestic and foreign resource mobilization, tax reforms and tax administration, national strategies for enterprise management and promotion of entrepreneurship;

(b) *Group training*. Two workshops on tax administration, entrepreneurship and privatization;

(c) *Field projects*. Ten technical cooperation projects in five countries.

Resource requirements (at current rates)

Posts

9.54 The estimated requirements of $10,005,800 reflect a decrease of $2,436,800. This decrease results from the discontinuation of fellowships and technical assistance recruitment functions at Geneva, the consequent abolition of three General Service (Other level) posts at Geneva ($514,200) which have become redundant and the transfer of related posts (1 P-5, 3 General Service (Principal level) posts and 10 General Service (Other level) posts) as follows: two Principal level and five Other level from Geneva to New York ($553,600); and one P-5, one Principal level and five Other level from Geneva to Vienna to staff the Unit to be established at Vienna ($1,369,000).

Consultants and experts

9.55 The estimated requirements of $233,900 include the following: (a) $150,200 for consultants to provide expertise for the preparation of public administration profiles of developing countries and the publication on improving accountability responsiveness and legal frameworks in public administration; preparation of specialized documentation for the meeting of the Ad Hoc Group of Experts on International Cooperation in Tax Matters, the resumed session of the General Assembly, the expert group meeting on budgeting in developing countries and the expert group meeting on integrated financial management systems in developing countries and countries in transition; and (b) $83,700 for holding two expert group meetings on budgeting in developing countries and countries in transition, and integrated financial management systems in developing countries and countries in transition.

Travel

9.56 The estimated requirements of $232,300 relate to travel of staff to collect data for the preparation of the public administration profiles and to consult and participate in technical meetings organized by other bodies of the United Nations system, the World Bank, the Organisation for Economic Cooperation and Development, the European Union, intergovernmental organizations and non-governmental organizations.

D. Programme support

1. Executive Office

Table 9.15 **Summary by object of expenditure**
(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1992-1993 expenditures*	*1994-1995 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*1996-1997 estimates*
			Amount	*Percentage*			
Posts	2 140.4	1 346.5	—	—	1 346.5	53.8	1 400.3
Other staff costs	—	305.0	—	—	305.0	14.7	319.7
Travel	—	6.7	—	—	6.7	0.4	7.1
Contractual services	—	22.5	—	—	22.5	1.1	23.6
General operating expenses	—	531.6	—	—	531.6	25.7	557.3
Supplies and materials	—	32.7	—	—	131.5	6.5	34.2
Equipment	—	131.5	—	—	131.5	6.5	138.0
Total	**2 140.4**	**2 376.5**	—	—	**2 376.5**	**103.7**	**2 480.2**

(2) *Extrabudgetary resources*

1992-1993 expenditures	*1994-1995 estimates*	*Source of funds*	*1996-1997 estimates*
		(a) Services in support of:	
3 358.5	3 201.0	Extrabudgetary activities	3 201.0
—	—	(b) Substantive activities	—
—	—	(c) Operational projects	—
3 358.5	**3 201.0**	**Total**	**3 201.0**
5 498.9	**5 577.5**	**Total (1) and (2)**	**5 681.2**

Table 9.16 **Post requirements**

Organizational unit: Executive Office

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1994-1995	*1996-1997*	*1994-1995*	*1996-1997*	*1994-1995*	*1996-1997*	*1994-1995*	*1996-1997*
Professional category and above								
P-5	1	1	—	—	—	—	1	1
P-4/3	1	1	—	—	—	—	1	1
Total	**2**	**2**	**—**	**—**	**—**	**—**	**2**	**2**
General Service category								
Principal level	1	1	—	—	—	—	1	1
Other levels	8	8	—	—	—	—	8	8
Total	**9**	**9**	**—**	**—**	**—**	**—**	**9**	**9**
Grand total	**11**	**11**	**—**	**—**	**—**	**—**	**11**	**11**

9.57 The Executive Office provides services to the Department in connection with personnel and financial administration and resource planning and supports the implementation of the programme of work of the Department.

Resource requirements (at current rates)

Other staff costs

9.58 It is estimated that a provision of $305,000 would be required under general temporary assistance for the replacement of staff in all the programmes of the Department on extended sick leave and maternity leave, the engagement of additional staff during peak workload periods ($172,400) and for overtime representing the additional hours expected to be worked by the staff of the Department as a whole during peak workload periods ($132,600).

Travel

9.59 The estimated requirements of $6,700 relate to travel of the staff for administrative support, coordination and consultation with the United Nations Office at Vienna.

Contractual services

9.60 The provision of $22,500 would cover the cost of external printing of a number of publications of the Department.

General operating expenses

9.61 The estimated requirements of $531,600 relate to the following: (a) rental of equipment ($58,200), representing the cost of renting facsimile and copying machines; (b) rental and maintenance of computer equipment ($209,100) required in order to develop a software for use internally and in support of technical cooperation activities; (c) communications ($49,800), including costs of telephone and facsimile communications and other related expenses; (d) hospitality ($5,600) to cover requirements arising out of official functions of the Department; (e) maintenance of office automation equipment ($206,900) relating to contractual maintenance of electronic data-processing equipment linked to the mainframe computer; (f) miscellaneous services ($2,000) relating to various needs of the Department during the biennium.

Supplies and materials

9.62 The estimated requirements of $32,700 relate to the expendable office supplies and materials, particularly data-processing supplies for the Department as a whole.

Equipment

9.63 A provision of $131,500 is proposed for acquisition of office automation equipment ($23,900) and replacement of office automation equipment ($103,700) under the globally administered programme of technological innovations.

2. Management of technical cooperation activities

Table 9.17 **Summary by object of expenditure**
(Thousands of United States dollars)

Extrabudgetary resources

1992-1993 expenditures	*1994-1995 estimates*	*Source of funds*	*1996-1997 estimates*
		(a) Services in support of:	
341.1	604.7	(i) United Nations organizations	800.0
7 491.5	7 944.1	(ii) Extrabudgetary activities	7 476.7
—	—	(b) Substantive activities	—
—	—	(c) Operational projects	—
7 832.6	**8 548.8**	**Total**	**8 276.7**

Table 9.18 **Post requirements**

Programme: Management of technical cooperation activities

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1994-1995	*1996-1997*	*1994-1995*	*1996-1997*	*1994-1995*	*1996-1997*	*1994-1995*	*1996-1997*
Professional category and above								
D-2	—	—	—	—	1	1	1	1
D-1	—	—	—	—	2	3	2	3
P-5	—	—	—	—	3	3	3	3
P-4/3	—	—	—	—	14	15	14	15
P-2/1	—	—	—	—	—	1	—	1
Total	**—**	**—**	**—**	**—**	**20**	**23**	**20**	**23**
General Service category								
Principal level	—	—	—	—	5	3	5	3
Other levels	—	—	—	—	32	32	32	32
Total	**—**	**—**	**—**	**—**	**37**	**35**	**37**	**35**
Grand total	**—**	**—**	**—**	**—**	**57**	**58**	**57**	**58**

9.64 One of the unique features of the Department's approach to delivery of technical cooperation to recipient countries derives from the strong and mutually supportive interrelationship between the technical support and implementation functions relating to technical cooperation activities for which the Department is responsible as executing agent. This has resulted in programmes of high quality and value. Activities in this area will continue to be carried out in close cooperation with substantive areas in relation to recruitment and administration of personnel, servicing of fellows financed under project funds and arrangement of training programmes, procurement of project equipment and supplies and engagement subcontractors.

Activities

9.65 The following activities are undertaken in support of the technical cooperation activities of the Department:

(a) Recruitment and administration of the personnel serving in the technical cooperation projects under the Department's execution;

(b) Placement and servicing of fellows financed under project funds, and arrangements for other training programmes;

(c) Procurement of project equipment and supplies and engagement of project subcontractors, including the handling of all subsidiary functions, such as shipment of goods, insurance and the processing of payments to contractors, vendors and freight forwarders;

(d) Editing and production of reports and maps resulting from technical cooperation activities undertaken by the Department, and providing for the storage and retrieval of information contained in such reports, and coordination and maintenance of the information systems, which entails cooperation with other units in the development of a common indexing vocabulary for the system;

(e) Financial management and budgetary control of all technical cooperation activities undertaken by the Department.

9.66 All requirements under this programme are met from extrabudgetary funds. However, owing to the technical cooperation nature of the activities of the Department, this programme receives and provides support to other programmes.